Policy for APHIS Supervisors, Managers, and Executives

Frequently Asked Questions (#2)

1. I recently learned that many multilevel assessments identify the supervisor's individual feedback and therefore his/her feedback is not really confidential. Doesn't that pose a problem for the supervisor and doesn't it affect his/her ability to be more candid?

Answer: Many assessment instruments do identify/show the supervisor's feedback separately. This is done because the supervisor's feedback is so critical to the employee and if it were simply averaged in with everyone else's it would lose its potential importance. All other respondents' feedback is averaged together (all direct reports or all peers), so individual responses are not identifiable. In terms of confidentiality, all feedback is provided to the employee only and is shared with no one else, unless he/she chooses to share it with others. It would be wise if each employee did share his/her feedback with the supervisor in order that strengths were fully discussed and to fully discuss realistic development options.

It is hard to give honest, accurate, and candid feedback to employees when it might be about areas that need improvement or when it could be seen as "bad" news. But this is a big part of the supervisor's job...providing accurate and timely feedback, and many supervisors have found these kinds of assessment as very good vehicles to convey this kind of information. This then opens the door for good, frank conversations to be held.

2. Where can I locate a copy of the Training Policy, associated Frequently Asked Questions (FAQs), and the recommended 360-Degree instruments?

Answer: The Policy, along with FAQs and the recommended 360-Degree Instrument, can be found on the Training and Development Web site at: Http://www.aphis.usda.gov/mrpbs/training/training_policies or at: Http://www.aphis.usda.gov/Library/directives

3. I'm a bit confused on what to do first in order to meet the requirements of this new Policy. Can you give me some step-by-step guidance on the process for implementing these new requirements?

Answer:

Step 1: Decide which multilevel assessment tool is best and take necessary steps to procure it. You can use the assessment tools recommended by the Training and Development Branch or an other assessment instrument that would produce like results.

Step 2. Take the 360-Degree Feedback Assessment.

Step 3: Obtain outside help (from vendor or the Training and Development Branch) to interpret feedback results.

Step 4: Discuss assessment results with your supervisor to highlight the strengths and to identify the priority of learning needs and to determine which are most important.

Step 5: Develop an Individual Learning Contract or and Individual Development Plan based on the competencies you first need to address.

Step 6: Discuss the Learning (or IDP) with your supervisor to make sure he/she is in agreement with your development planning.

Step 7: Plan and carry out options chosen as a means for enhancing your continued learning.

Step 8. Together, with supervisor, certify annually that at least 24 hours of training were accomplished in support of the needs identified.

4. Who is my primary contact in the Training and Development Branch, ESD, MRP-BS?

Answer:

Administrator's Office, Legislative and Public Affairs MRP-Business Services Policy & Program Development	**Betsy Guardiola, (301) 734-8554 Jean Reese, (301) 734-8657**
Animal Care	**Linda Story, (301) 734-5732**
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